

Resources and Fire & Rescue Overview and Scrutiny Committee

Date: Wednesday 7 June 2023
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi (Vice-Chair)
Councillor Sarah Boad
Councillor Piers Daniell
Councillor Sarah Feeney
Councillor Wallace Redford
Councillor Will Roberts
Councillor Ian Shenton
Councillor Richard Spencer
Councillor Robert Tromans

Items on the agenda: -

1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Chair's Announcements

(4) Minutes of Previous Meeting

5 - 16

2. Public Question Time

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Overview and Scrutiny Committee. Questioners may ask two questions and can speak for up to three minutes each. To be sure of receiving an answer to an appropriate question, please contact Andy Carswell (Democratic Services) at least two working days prior to the meeting.

3. Questions to Portfolio Holders relevant to the Overview and Scrutiny Committee

Up to 30 minutes of the meeting is available for the Committee to put questions to the Leader and Portfolio Holders on any matters relevant to the remit of the Overview and Scrutiny Committee.

4. **OSC Customer Feedback 22/23**
5. **Q4 Integrated Performance Report** 17 - 52
6. **Social Impact Fund Progress Report** 53 - 70
7. **Work Programme** 71 - 72
8. **Any Urgent Matters**
9. **Reports Containing Exempt or Confidential Information**
To consider passing the following resolution:

'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972'.
10. **Exempt Minutes of Previous Meeting** 73 - 74

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

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Resources and Fire & Rescue Overview and Scrutiny Committee

Wednesday 22 February 2023

Minutes

Attendance

Committee Members

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi (Vice-Chair)
Councillor Sarah Boad
Councillor Piers Daniell
Councillor Sue Markham
Councillor Will Roberts
Councillor Richard Spencer
Councillor Robert Tromans

Officers

Chris Baird - Interim Assistant Director for Education Services
Helen Barnsley – Senior Democratic Services Officers
Matthew Biggs - Education and Early Years Strategy and Commissioning Manager
Ben Brook - Chief Fire Officer
Rebecca Couch - Strategy Policy & Performance Manager
Liz Firmstone - Finance Service Manager - Transformation
Bal Jacob - HROD Strategy and Commissioning Manager
Chris Norton - Strategy and Commissioning Manager
Rob Powell - Strategic Director for Resources
Steve Robbins - Finance Projects Delivery Lead
Kate Sullivan - Lead Commissioner – Culture, Leadership and Performance

Others Present

David Lawrence, Local Democracy Reporter

1. General

(1) Apologies

Apologies were received from Councillors Pete Gilbert and Caroline Phillips.

Apologies were also received from Craig Cusack - Assistant Director for Enabling Services and Andy Felton - Assistant Director - Finance (Deputy S151).

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

(3) Chair's Announcements

The committee were informed that this meeting would be the last one attended by David Lawrence, Local Democracy Reporter. The Chair thanked David for all his attendance and reporting at council meetings over the years, and everyone wished him well for the future.

(4) Minutes of Previous Meeting

The minutes of the meeting held on 14 December 2022 were agreed as an accurate record.

2. Public Question Time

There were no questions from members of the public.

3. Questions to Portfolio Holders relevant to the Overview and Scrutiny Committee

Following a question from Councillor Sarah Boad in relation to the proposed industrial action by the Fire Brigade, Councillor Andy Crump, Portfolio Holder for Fire & Rescue and Community Safety informed the committee that an offer from the national employers is being considered which is an increase on the offer from London Fire Brigade.

Councillor Crump stated that officers are hopeful that the offer will be accepted and that members of the committee will be informed as soon as possible.

4. School Admissions Review

Rob Powell (Strategic Director, Resources) introduced Chris Baird -Interim Assistant Director for Education Services and Matt Biggs - Education and Early Years Strategy and Commissioning Manager to the committee explaining that they would also be presenting the report to the committee.

Rob Powell reminded the committee that on January 1st, 2023, the admissions service transferred to Education Services to ensure a more integrated approach. The committee was reminded of the activities of the admissions service which can be found in paragraph 1.5 of the report.

The report presented to the committee was completed following a review and conclusion from an independent reviewer following significant problems with the in-year admission process during the summer of 2022. Warwickshire County Council commissioned the review to ensure they were open and transparent and to allow officers to learn from when things don't go according to plan.

Rob Powell gave sincere apologies to children, parents, carers, and elected members that things went wrong stating that it was avoidable stress. The core issue was a poorly introduced change which has now been embedded in and has significantly improved.

It was noted that once problems became apparent, officers were able to move quickly and all issues were resolved by the 16th of September 2022. Rob Powell confirmed that by January 2023 the service was 100% compliant and this reflects the stabilisation of the process.

The report identified six related factors which caused the issues over the summer of 2022 –

1. high demand for in-year applications, caused in some part by increasing demographic movement into the County including children arriving through the Homes for Ukraine scheme;
2. the decision to deploy an untested automated process for in-year admissions;
3. a lack of consistent and appropriate communication with families and schools;
4. the Council and schools not sharing timely data and school place availability;
5. a lack of live data and management information to enable effective oversight of service performance
6. unclear responsibilities and accountabilities for the admissions process

The committee noted that there are 7 recommendations highlighted in the report that will be part of the improvement plan. The new assistant director for Education, Johnny Kyriacou, starts at Warwickshire County Council on 1st March 2023 and has been tasked with the implementation of the improvement plan, to be completed by the end of March 2024.

Chris Baird asked the committee to note that the current actions and work that is still underway, started before the service moved to Education Services. In addition, the service is receiving fewer complaints now which is a sign that things are improving. Work is continuing to build up the confidence and skills of the team; including the response to correspondence such as emails and letters. The backlog of communication issues has been cleared. Everything will be captured in the action plan which is to be completed by the end of March 2023.

The Chair stated that the committee would like their apologies to be noted in the minutes. Warwickshire County Council has learnt a lot of lessons and has worked hard to put it right. It is commendable how the service responded in recognising the errors made; the committee members appreciate and recognise this.

Councillor Robert Tromans added that that the committee appreciated the summary of what had happened and is glad to see that it has put on record. Councillor Tromans then asked what has been done to repair the poor relations with schools. Rob Powell confirmed that the admissions team had not been used to building relationships with schools, but this has since changed. Matt Biggs added that the relationship between the admissions team and parents and schools is fundamental. Face to face meeting have been arranged with schools who raised concerns about the service and there is now a growing network of support.

Councillor Sarah Boad thanked Rob Powell for bringing the report to the committee, adding that it can't have been an easy report for officers to write. Councillor Boad asked why the schools were not sending back the information needed by the admissions team in a timely manner? Rob Powell confirmed that information had been requested but that officers had not given a reason or clarification for the request and the request was not chased in timely fashion. When the schools were asked for it again and with clear reasoning, it was provided in a matter of days.

Matt Biggs confirmed that Warwickshire County Council takes full responsibility for the communication errors, adding that there is now a new portal in place; a data exchange platform. The schools add the data to the platform and officers can see it straight away. Some schools are experiencing issues with the new portal and are being supported by officers.

The Chair requested that feedback from the committee, noted in the minutes, be reported back to officers. The committee accepts that mistakes were made but that the candour of the staff in resolving these issues should be noted. The committee appreciated the way the problems were handled and wished their thanks to Rob to be noted, for coming to the committee and being so honest.

Resolved

The Overview and Scrutiny Committee:

1. considers and comments on the Review of the in-year school admissions process (Appendix
2. asks the Chair to share the Review with the Chair of the Children and Young People's Overview and Scrutiny Committee;
3. notes the position in respect of legal powers in respect of school admissions (Appendix 2);
4. notes and comments on progress with the systems review of the Admissions Service.

5. Treasury Management Strategy

Chris Norton (Strategy and Commissioning Manager – Treasury, Pensions, Audit, Insurance and Risk) provided an overview of the report and gave clarification of what the report included.

The committee noted the following highlights –

- Warwickshire County Council is in a strong financial position at the moment with strong reserves. A key aspect of the strategy is borrowing more than is needed to but this allows the council to be more efficient.
- Rates of return are rising naturally due to interest rates.
- The rate of return on long term investments are strong.
- There is an option to potentially pre-pay financial investments on pension plans for the next three financial years

Councillor Robert Tromans stated that he was pleased to hear that treasury management is taking a prudent and low risk approach; more about safety than squeezing out a slightly higher percentage with a higher risk. Following a question from Councillor Tromans in relation to the total capital expenditure showing as different figures on two tables in the report, Chris Norton confirmed that he would look into it and get back to the committee.

Chris Norton continued and confirmed that the security risk is about making sure the council doesn't lose money. The strategy approves rules that officers have to stick too and sets out certain standards must be met; diversifying portfolios to ensure that the money is there when it is needed at the right time.

The committee noted the challenges set out in the report and that council tax revenues are not a material issue for the council's cash flows. It was noted that there is a significant risk on the treasury side; what will happen with interest rates is an uncertainty at the moment. Making judgements can be a small or high risks.

Following a question from Councillor Sarah Boad in relation to whether the council had over-borrowed and if it was worth it, Chris Norton confirmed that over-borrowing is done due to due to fixed term debts with fixed interest rates and the compensation that would have to be paid if the debt was repaid early. Officers can then use the funds from over-borrowing to top up portfolios

Resolved

The Committee notes and comments on the 2023/24 Treasury Management Strategy approved by Council on 7 February 2023.

6. Q3 Integrated Performance Report

The report was introduced by Ben Brook (Chief Fire Officer) who provided an overview in relation to Quarter 3 organisational performance. It was noted that the information has been taken from the performance report presented to Cabinet on 16th February and which is relevant to this committee.

The committee noted that there are still significant challenges in relation to the performance relevant to the committee.

The following highlights were presented to the committee -

There are 31 Key business measures and 25 available for reporting. Of the 31 measures, 14 are on track, 11 not on track (shown in Appendix one).

In relation to the Integrated Development Plan; 67% of measures are on track and 4% are complete. It was noted that 7% of the measures are yet to start

Councillor Sue Markham asked a question in relation to the performance data that was marked in the report as "not applicable"? Steve Smith, Assistant Director - Commissioning Support Unit confirmed that there is no target for the year yet but that they are in the process of being set.

Councillor Martin Watson asked for clarity on the figures that are showing as not on track; it seems that some of them will never be on track. It was confirmed that performance measures such as fire related deaths is something that officers are reviewing at the moment. Officers agreed that targets such as those for fire deaths don't make sense as it is. The Chair added that this topic has come up before and really does need to be reviewed.

Rob Powell continued by adding that there are small number of measures in the new performance framework that do need to be reviewed, they don't quite fit/make sense as they are. There is a new process that can be presented to members as a better way of measuring progress.

Councillor Tromans added that the report shows 31 key business measures but that there is only data for 29 there is only data for 29. While it is understood that some are reported annually or every six months but the committee should have a complete list in report.

Councillor Boad added that the report doesn't show if things are getting better or worse and that there is no comparison in the report. Rob Powell confirmed that it is a work in progress but the Power BI tools will allow members to look back and make comparisons. It is hard to add it to a flat report. Members were encouraged to make use of the Power BI system.

Councillor Andy Crump, Portfolio Holder for Fire & Rescue and Community Safety confirmed that the Key Performance measures are currently being reviewed to see if they are fit for purpose and the fire death measures currently do not seem fit for purpose. These measures could be presented with a clear narrative given to the committee as to what happened and why.

Resolved

The Committee considers and comments on Quarter 3 organisational performance, progress against the Integrated Delivery Plan, management of finances and risk.

7. Update on Capital Financial Management project

Steve Robbins (Finance Projects Delivery Lead) and Liz Firmstone (Service Manager – Transformation) presented the report to the committee, starting with the background and then the findings.

Liz Firmstone confirmed the review included looking at the way the capital programme was managed. The committee noted that there had been an increase in borrowing costs and an increase in material costs. There were a number of challenges and concerns about slippage. This project was concerned with what officers could do internally to ensure the best value for money for the council.

The project started in 2021 and areas for improvement identified. In 2022 work started that included stakeholder engagement with 100 individual across Warwickshire County Council and Councillors. The project also reviewed best practice across other authorities and recommendations from the national audit office, identifying strengths and areas for improvements.

Steve Robbins confirmed that the majority of projects were delivered on time and had very low risks. The committee noted that there are still areas to improve and a need for a more accurate costings at the project point of approval. In relation to new investigation funding, it was confirmed that more investigation would be needed for greater certainty that the project would be delivered within budget

The committee received an update on financial systems including budgeting and financial software. There also needs to be a greater understanding of what stakeholders need to get the best out of each project. New key business measures have been introduced.

It was confirmed that there will be an annual report to key stakeholders which will include information in relation to the benefits accrued

The Chair thanked the officers for bringing the report to the committee adding that it was an innovative report.

Councillor Robert Tromans echoed the comments made by the Chair and added that he was pleased to see that there is more rigor around capital projects. Councillor Tromans added that there are some things out of our control and asked how cost slippage is managed? Liz Firmstone confirmed that very often government grants are match funded so the risk is to the council and not the governments. In addition, this risk is considered and an appropriate level of contingency is put in place. The committee noted that part of the culture change is being very up front about the potential risks, not all of which will materialise but there will be a contingency budget in place and it is there to manage risk.

Councillor Peter Butlin, Portfolio Holder for Finance and Property added that over the last 12 months, inflation has driven costs up and that the more officers know before a project is started, the better. Councillor Butlin continued, adding that many issues that have arisen in the past are things that officers should have known before the project started. This new project will be embedded into the service and how it works. It is a rolling project and will not eradicate slippage but it will improve it.

The Chair finished by stating that the report was welcomed and the committee looks forward to updates.

Resolved

The Committee:

1. Considers and comments upon the progress made to date in delivering the Capital Financial Management project and the plans to offer a Member briefing session on updated capital financial management.
2. Considers and comments upon any specific areas it would like to see covered in the briefing session.

8. Energy Strategy

The report was introduced by Rebecca Couch -Lead Commissioner – Strategic Policy and Performance who confirmed that the report sets out the development of the energy strategy which is a significant update on the strategy from 2015. The committee noted that the energy strategy is aligned with sustainable future strategy as well as the corporate waste and environment strategies.

The key themes proposed for the strategy were highlighted as follows -

- Targets and Standards
- Property Construction and Maintenance Standards
- Renewable Energy
- Finance
- Environmental Impact
- Community Engagement

It was confirmed that once the strategy has been developed there will be an action plan put in place which will set the council's current construction standards and make recommendations in relation to how these may need to change.

The Energy Strategy will also identify how the Council will support the responsible management of energy and utilities in all estate operations and net zero emissions for the County by 2050 by working with public sector and other partners and community groups.

Following a question from Councillor Sarah Boad it was confirmed that both financial and environmental implications are key drivers in the strategy's development.

Resolved

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on the approach to the development of the Energy Strategy, including specifically the scope, the framework and the proposals for stakeholder engagement.

9. Our People Strategy Annual review

The report was introduced by Kate Sullivan - Lead Commissioner – Culture, Leadership and Performance and Bal Jacob - HROD Strategy and Commissioning Manager.

The annual review of the Our People Strategy was first launched in 2020 and reviews what the council has achieved and proposals for the following year. The report highlights the activity for the last 12 months against agreed priorities.

The 17 key priorities for 2023/2024 can be found at point 1.5 of the report. Point 1.6 of the report lists the measures of success and performance against the key business measures.

The committee noted that the report will be presented to the Staff and Pensions Committee on the 6th of March following this committee's thoughts and comments.

The Chair stated that there is nothing more important than the people at the council and that members would be nothing without them. The Chair thanked the officers for the report.

Following a question from Councillor Sarah Boad in relation to the collection of statistics that could be used to inform the development of the strategy, Kate Sullivan confirmed that, for the most part, people are willing to share information that could help. The information that is collected includes social economical information. It was confirmed that this information would be attached to someone's HR record but would always be anonymous when it is used for performance information or in the development of a strategy.

Resolved

The Committee notes the activity as set out in the 2022/23 Annual Review of Our People Strategy and considers and comments upon the proposed delivery priorities to inform the development of the Our People Strategy Delivery Plan for 2023/24

10. Work Programme

Members noted the contents of the work programme.

Following a question from Councillor Robert Tromans, it was agreed that Rob Powell - Strategic Director for Resources would provide an update to the committee in relation to the inflation contingency fund.

11. Any Urgent Matters

There were no urgent matters to discuss.

12. Reports Containing Exempt or Confidential Information

13. School Admissions Review

The Committee noted the contents of the report.

The meeting rose at 3.38pm

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Chair

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Resources and Fire & Rescue Overview and Scrutiny Committee

Tuesday 16 May 2023

Minutes

Attendance

Committee Members

Councillor Parminder Singh Birdi
Councillor Sarah Boad
Councillor Piers Daniell
Councillor Sarah Feeney
Councillor Wallace Redford
Councillor Will Roberts
Councillor Ian Shenton
Councillor Richard Spencer
Councillor Robert Tromans
Councillor Adrian Warwick

1. General

(1) Apologies

None.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

2. Election of Chair

Resolved

That Councillor Adrian Warwick be appointed Chair of the Resources and Fire & Rescue Overview and Scrutiny Committee for the ensuing municipal year.

3. Election of Vice Chair

Resolved

That Councillor Parminder Singh Birdi be appointed Vice Chair of the Resources and Fire & Rescue Overview and Scrutiny Committee for the ensuing municipal year.

The meeting rose at 11.54am

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Chair

Resources, Fire & Rescue Service Overview & Scrutiny Committee

7th June 2023

Council Plan 2022-2027 Integrated Performance Report Year End 2022/23

Period under review: April 2022 to March 2023

Recommendations

That the Committee considers and comments on the Year End organisational performance, progress against the Integrated Delivery Plan, management of finances and risk.

1. Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at Year End (April 2022 – March 2023) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Year End Integrated Performance and Finance reports to be considered by Cabinet considered on the 15th June. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework (PMF) in Section 2 and Appendix 1a. Summary performance for the Warwickshire Outcome Measures is contained within Appendix 1b and changes to the PMF are outlined in the Appendix 1c.
- 1.2 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.3 Management of Finance is summarised in Section 4 and the summary table is presented in Appendix 3.
- 1.4 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.5 The paper sets out a combined picture of the Council's delivery, performance, finance and risk. Officers continue to embed the new approach and performance framework. The format and content of these integrated performance reports has continued to evolve within the current financial year. Both the Performance Management Framework and the Integrated Delivery Plan have recently been reviewed in preparation for the 2023/24 reporting period.

- 1.6 This summary report and the detailed performance appendices provide the complete picture of the Council's performance enabling scrutiny and transparency for the organisation, partners and the public. It enables Overview and Scrutiny Committees the opportunity to consider performance within their own remits. All Members also have continual access to the Performance Management Framework using the Performance Portal in Power Bi to further monitor performance on an ongoing basis.
- 1.7 At Year End with more annual measures being reported there has been a consistently, strong performance delivered. This is an encouraging position considering the continuing volatile, uncertain, and high-risk external environment which is impacting on resources and the wider economic environment, capacity, and uncertainty about several key national policy areas.
- 1.8 Of the 28 KBMs available for reporting this quarter the following table indicates an assessment of performance, compared to the previous quarters:

Quarter	On Track	Not on Track
1	71% (15)	29% (6)
2	62% (15)	38% (9)
3	56% (14)	44% (11)
4	54% (15)	46% (13)

- 1.9 Appendix 1 details performance for all the Committee related measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the Performance Portal available through this [link](#).
- 1.10 There are some key emerging themes highlighted by this report, including:
- Previously it has been highlighted that capacity and workload issues are impacting delivery across the organisation. Staff feedback has highlighted the issue which is considered a high priority. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market have been highlighted previously and although overall there has been some improvement at Year End there remain issues within specific service teams for example, for Children & Families. Other services have specific challenges such as, absence in Social Care. The Our People Strategy year 3 priorities have identified 5 key priority areas for action, recruitment and retention, pay and reward, strategic workforce planning, equality diversity and inclusion and engagement, which will be progressed through the year.
- 1.11 The main performance challenges relate to:
- Dedicated Schools Grant (DSG) High Needs % overspend compared to DSG recovery plan as performance is significantly above target, mainly due to the increased growth in demand for independent special school provision.

- Warwickshire Fire and Rescue Service continues to find it difficult to achieve the agreed performance targets for appliance arrival times at incidents. The Service is actively working towards a resourcing to risk review using risk analysis to inform more realistic standards going forward to continue to keep the communities across the county safe from harm. A review of the targets in relation to fire related deaths and injuries has been conducted and going forward these will be presented as information only without an associated target
- 1.12 The report sets out services' projected performance trajectory, which recognises a more volatile than usual external environment as a result of external factors.
- 1.13 The position is also positive in terms of delivery of the 56 actions set out in the Integrated Delivery Plan, with 61% being On Track and a further 13% Complete. 23% of actions are At Risk or Compromised and 3% have yet to start, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.14 At Year End, relating to the remit of this committee there are 3 corporate strategic risks with a red (high) rating: economic growth slowing or stalling, inflation / the cost of living, and uncertainty of external influences e.g. Government policy. In addition, at a service level there are 6 risks that are rated red (high) and which at the same time have had an actual risk rating greater than their risk target for 3 quarters: on call fire fighter availability, fire protection capacity, water rescue services, and cyber security within Fire and Rescue Services, interruptions to the customer service centre within Business and Customer Services, and insufficient resources to deliver the Council Plan and Priorities within Finance.
- 1.15 The wider national context remains a critical frame within which to view the Council's performance. The UK continues to experience the consequences of both significant political, global and macro-economic turbulence, including industrial action across many sectors, the legacy impact of the Pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.
- 1.16 Such an unprecedented combination of events at a global and national level creates a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and future national policy, particularly Adult Social Care reform, devolution, levelling up, cost of living and climate change Net Zero ambitions.
- 1.17 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. Our reporting will track and highlight these impacts on delivery and

performance. Our analysis has informed prioritisation of activity and resource allocation during the refresh of the Integrated Delivery Plan, which was approved at the May Cabinet, and the Performance Management Framework.

2. Performance against the Performance Management Framework

- 2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition to these, there are three further areas to support the Council to be known for as 'a Great Council and Partner'. The full performance summary is contained in [Appendix 1](#).
- 2.2 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are being reported as a summary for the first time within Appendix 1b with further reporting within a dashboard being under development and will inform our ongoing State of Warwickshire reporting which will include Levelling Up and the Cost of Living metrics and will be accessible by early summer.
- 2.3 Comprehensive performance reporting is enabled through the Power BI link [Performance Portal](#) as part of the revised and adopted Performance Management Framework. Where applicable, some performance figures may now have been updated on the reporting system. For the latest situation, please refer to the Performance Portal. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.4 There are 31 KBMs in total that are in the remit of this Committee. Chart 1 of Appendix 1 details the reported status of the 28 KBMs which are being reported at Year End. 54% (15) KBMs are considered On Track and 46% (13) Not on Track. The three remaining measures in the remit of this Committee are reporting a status of Not Applicable:
- % reduction of WCC Warwick Office space as the focus of the Estates Master Plan during 2022/23 has been on reinstating Shire Hall and Northgate House in Warwick following the pandemic. During 2022/23 there has been no significant reduction in office space across the Warwick portfolio however it is of note that space available at the Saltisford has been repurposed with tenants already established, and more due, in line with the strategy to optimise use of the estate
 - % of site specific business cases approved for Warwickshire Property and Development Group – no business cases have been sent for approval this quarter; and
 - % of all capital schemes completed on budget – the data is not currently available however the systems are now in place to capture this information more readily going forward.

- 2.5 Of the reportable measures which have a forecast projection from the responsible service for the forthcoming period, all of the 15 measures reporting On Track are forecasting to improve or remain static. All the measures reporting as Not on Track are also expected to improve or remain static, with the exception of the following which is projected to decline further:
- % of schools with a deficit budget due to pay award proposals and uncertainties of further increases to energy and general rising prices of goods and services, albeit additional funding has been provided by Central Government to recognise this.
- 2.6 25 KBMs were reported at Quarter 3 where it was forecast that 13 would be On Track at Year End, with 12 Not On Track. Performance has materialised largely as expected, with some additional measures being reported for the first time this quarter and 2 measures projecting to remain On Track in Quarter 3 to being Not on Track at Year End:
- % of Local Government and Social Care Ombudsman adverse decisions which has increased during Quarter 4; and
 - the proportion of capital programme total spend allocated to Sustainable Futures being low due to bids, albeit still On Track with the 5 year Capital programme.
- 2.7 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are being reported as a summary for the first time within Appendix 1b with further reporting within a [dashboard](#) informing our ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics.
- 2.8 Of the 39 Warwickshire Outcome Measures that are currently reportable, Warwickshire performs better than the national average in 22 of them. The areas where Warwickshire outperforms the national average to the greatest degree include the employment rate, levels of pay, unemployment, homelessness and child poverty. Areas where Warwickshire's performance falls notably behind the national average include school attainment levels for disadvantaged children and greenhouse gas emissions per capita.
- 2.9 As an agile approach is being taken to the new Performance Management Framework changes for the 2023/24 reporting period are being requested and are outlined in Appendix 1c. The review of the Service Business Plans and the Integrated Delivery Plan have identified the changes being requested to ensure that the Performance Management Framework supports delivery of the agreed priorities.

3. Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas against all Areas of Focus within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.

- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan is included at [Appendix 2](#). A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 3.3 Of the 192 remaining actions within the Integrated Delivery Plan, 56 are attributable to the Resources, Fire and Rescue OSC. Detailed information on the performance summary of the Integrated Delivery Plan in relation to Resources & Fire & Rescue is included at Appendix 2. The majority of deliverables are On Track (61%), 13% Complete, 20% are At Risk, 3% are Compromised and 3% are yet to start. Any exceptions are covered in Appendix 2.

4. Management of Finance

- 4.1 The key metrics of financial management are summarised below with further information providing context available in [Appendix 3](#) and in the [Cabinet Outturn Report](#) presented to Cabinet on 15th June 2023.

Metric	Target	Service	Performance at Outturn 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Business and Customer Services	0.7%
		Commissioning Support Unit	(10.6%)
		Enabling Services	(9.8%)
		Finance	(5.1%)
		Governance & Policy	(26.6%)
		Fire & Rescue	1.4%

The headline revenue underspend reported at outturn is £5.2m (5.6%), however, specific funding has been set aside to be transferred to earmarked reserves. Once these factors are considered the adjusted forecast position is £2.3m (2.5%).

Performance against the approved savings target as measured by forecast under/overachievement	100%	Business and Customer Services	100%
		Commissioning Support Unit	100%
		Enabling Services	100%
		Finance	100%
		Governance & Policy	96.0%
		Fire & Rescue	0%

Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Business & Customer Services	-27.6%
		Enabling Services	-7.6%
		Governance & Policy	-26.8%
		Fire & Rescue	-51.8%

5. Management of Risk

5.1 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level the following strategic risks relating to Resources and Fire and Rescue Services are currently rated as red (high risk):

- Economic growth slows or stalls;
- Inflation and the cost of living; and
- Uncertainty of external influences e.g. Government policy.

5.2 Mitigating actions are in place in respect of these risks, for example the Council Plan including a number of activities to protect and promote the local economy and a Medium Term Financial Strategy planning process that is incorporating the risks of inflation.

5.3 At a service level there are 38 risks recorded against services relating to Resources and Fire and Rescue Services. Key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target. To highlight the key risks a table of both red risks and risks significantly above target is provided at [Appendix 4](#). The risks that are both red and significantly above target are the most significant risks, which are:

- On Call Availability (Fire and Rescue Services);
- Protection Capacity (Fire and Rescue Services);
- Water Rescue Training (Fire and Rescue Services);
- Cyber security (Fire and Rescue Services);
- Interruptions to the Customer Service Centre (Business and Customer Services); and
- Insufficient resources to deliver the Council Plan and priorities (Finance)

5.4 Mitigating actions are in place in relation to these risks, for example in respect of staff training, recruitment, resourcing, improved ways of working, and medium-term financial planning.

6. Environmental Implications

6.1 There are none specific to this report.

Appendices

Appendix 1 – [Quarterly Performance Report](#)

Appendix 2 – [Progress on the Integrated Delivery Plan](#)

Appendix 3 – [Management of Financial Risk](#)

Appendix 4 – [Management of Risk](#)

Background Papers

Cabinet Report 15th June 2023

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1a Resources, Fire & Rescue OSC Quarterly Performance Report Year End

- 1.1 Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.2 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition to these, there are three further areas to support the Council to be known for as 'a Great Council and Partner'. These are detailed in the table below alongside the number of KBMs that will be used to assess delivery, and the number being reported at Year End.

Area of Focus	No. of KBMs	No. of KBMs available for reporting Year End
Create vibrant places with safe and inclusive communities	8	8
Deliver major infrastructure, digital connectivity and major transport options	7	5
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills	9	8
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	5
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	10	10
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	16	15
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	12	11
A Great Council and Partner	No. of KBMs	No. of KBMs available for reporting Year End
Harnessing community power	3	3
Our people and the way we work	8	7
Using our data and digital solutions to improve service delivery	4	4

1.3 Key Insights for Year End 2022/23

- 1.4 There are 31 KBMs in total that are in the remit of this Committee. Chart 1 details the reported status of the 28 KBMs which are being reported at Year End. 54% (15) KBMs are On Track and 46% (13) are Not on Track. The following measures are reporting as Not Applicable:

- % reduction of WCC Warwick Office space as the focus of the Estates Master Plan during 2022/23 has been on reinstating Shire Hall and Northgate House in Warwick following the pandemic. During 2022/23 there has been no significant reduction in office space across the Warwick portfolio however it is of note that space available at the Saltisford has been repurposed with tenants already established, and more due, in line with the strategy to optimise use of the estate;

- % of site-specific business cases approved for Warwickshire Property and Development Group – no business cases have been sent for approval this quarter; and
- % of all capital schemes completed on budget – the data is not currently available however the systems are now in place to capture this information more readily going forward.

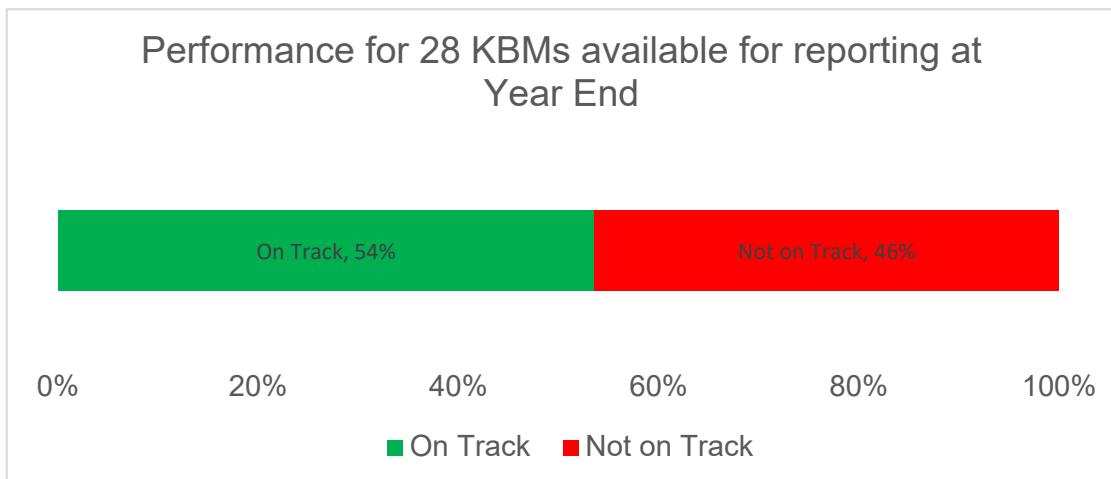


Chart 1

Chart 2 details the Direction of Travel based on whether the performance has been improving or declining to date, accounting for the trend data available

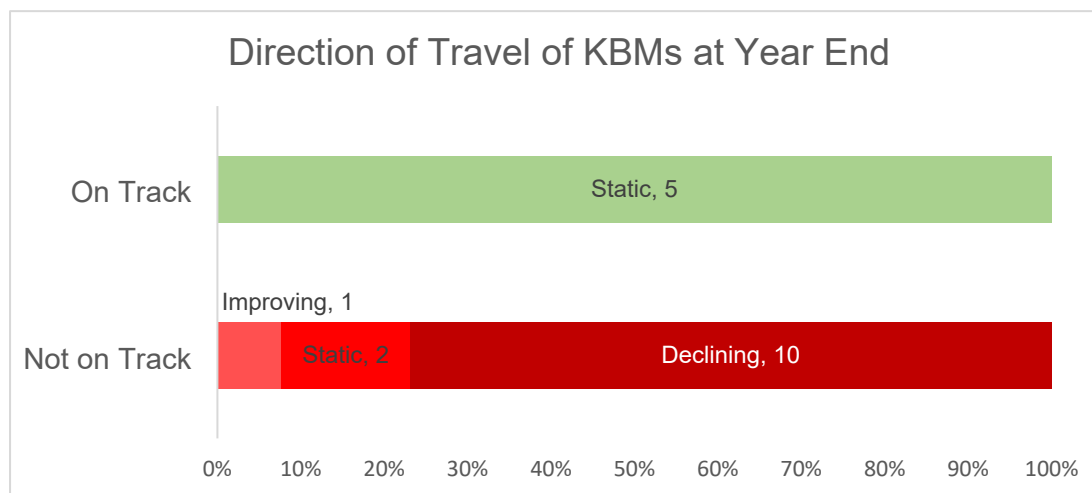


Chart 2

Chart 3 details the projected performance based on a Service forecast of the 29 reportable KBMs at the next quarter.

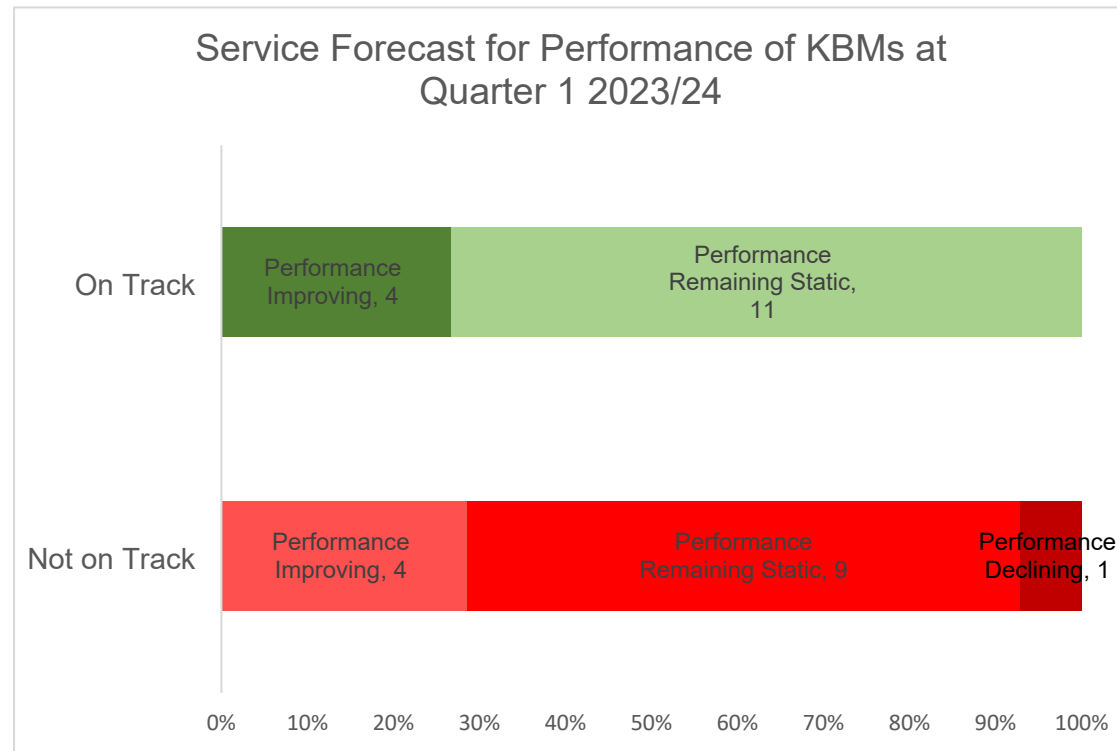


Chart 3

Explanatory Notes on Summary Tables

The following sections provide an overview of current performance by Area of Focus. The measure summary tables are a representation of the tables in the full Committee report on Power BI and are interactive. Please note:

- data is being added into the system as it becomes available so new information may be in the reports since the writing of this Quarterly position report;
- measure names in the summary tables and where highlighted are all links to take the reader directly to the measure report page in Power BI which provides full detail on the measure including charted data, performance narrative, improvement activity, trends and targets if applicable;
- a measure status is included based on performance either against the target and polarity of measure or where there is no target on improving/ declining performance;
- Services provide a forecast of where performance is heading over the next reporting period, this is informed by local knowledge, improvement activity and trend information;

- where the measure status or projection is Not Applicable, this is due to exceptional circumstances regarding the measure such as it is setting a baseline this year, the Power BI report will provide the reason by measure;
- the Latest Figure column represents the most current data available including last quarter, previous year or longer if data is lagged, full details are on Power BI report;
- not all measures have targets and the approach now is to have improving performance and targets where appropriate;
- Direction of Travel is an indication of whether performance is improving based on trend data where available; and,
- as the framework is more responsive there are annual or termly measures included on the tables with no reported data, this will be added as the relevant data becomes available e.g. attainment data from November.

1.5 Create vibrant places with safe and inclusive communities

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
No. of fire related deaths	4	0	Not on Track	Static	Not on Track Performance Remaining Static
No. of fire related injuries	29	26	Not on Track	Static	Not on Track Performance Remaining Static
% times a first appliance arrives at life risk of property incidents within agreed response standards	64.3	75	Not on Track	Declining	Not on Track Performance Remaining Static
No. of Road Traffic Collisions attended by WFRS	384	N/A	Not on Track	Declining	Not on Track Performance Remaining Static

Warwickshire Fire and Rescue Service continues to find it difficult to achieve the agreed performance targets for appliance arrival time at incidents. The Service is actively working towards a resourcing to risk review using risk analysis to inform more realistic standards going forward to continue to keep the communities across the county safe from harm. A review of the targets in relation to fire related deaths and injuries has been conducted and going forward these will be presented as information only without an associated target.

Improvement activity for not achieving the aspirational target of zero:

- No. of fire related deaths

Improvement Activity due to having a greater number than prior year:

- No. of fire related injuries

Improvement activity for not achieving the target over a considerable period of time with no improvement seen:

- % times a first appliance arrives at life risk of property incidents within agreed response standards

1.6 Deliver major infrastructure, digital connectivity and improved transport options

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
% of site specific business cases approved for Warwickshire Property & Development Group	0	100	N/A	Static	N/A
% Company Borrowing profile Warwickshire Property & Development Group	100	100	On Track	Static	On Track Performance Remaining Static
Gross Warwickshire Recovery & Investment Fund lending (£)	0	32,000,000	Not on Track	Declining	Not on Track Performance Improving
% of all capital schemes completed on budget	N/A	100	N/A	N/A insufficient trend data	N/A
% of projects seeking member approval to changes in cost, time, scope or risk	62	0	Not on Track	Declining	Not on Track Performance Remaining Static

Performance within this Area of Focus is likely to remain in a similar position for the next period, with all 3 reportable measures set to either improve further or remain static over the next reporting period.

Area of Good Progress as actual borrowing for working capital purposes and development purposes is as planned for the end of 22/23:

- % Company Borrowing profile Warwickshire Property & Development Group

% of site specific business cases approved for Warwickshire Property and Development Group is reported as Not Applicable as no business cases have been sent for approval this quarter.

1.7 Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
Proportion of capital programme total spend allocated to Sustainable Futures (%)	2	N/A	Not on Track	Declining	Not on Track Performance Remaining Static
Annual Scope 1 & 2 carbon reduction (tonnes of carbon)	12,178	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
Net carbon emissions for Council (scope 1&2 plus staff business travel)	13,048	N/A	On Track	N/A insufficient trend data	On Track Performance Improving

At Year End performance within this Area of Focus is largely positive with those measures currently on track set to improve further over the next reporting period

Improvement activity as year end performance is currently Not on Track and is projected to remain static:

- Proportion of capital programme total spend allocated to Sustainable Futures (%)

Area of Good Progress as the performance is positive and is projected to further improve:

- Annual Scope 1 & 2 carbon reduction (tonnes of carbon)
- Net carbon emissions for Council (scope 1&2 plus staff business travel)

1.8 Through education, improve life opportunities for children, young people and those with special educational needs and disabilities

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan	91.45	9	Not on Track	Declining	Not on Track Performance Remaining Static
% of schools with a deficit budget	18.70	0	Not on Track	Declining	Not on Track Performance Declining
% of new school places delivered compared to target need	100	100	On Track	N/A insufficient trend data	On Track Performance Improving

With 2 of the 3 measures in this Area of Focus as Not on Track at Year End performance within this Area of Focus is largely Not on Track, with the one measure currently On Track set to improve further over the next reporting period

Improvement activity as performance is not achieving target, mainly due to the increased growth in Independent special school provision demand:

- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan

1.9 Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
% of applications made to the Warwickshire Local Welfare Scheme which are supported	99	85	On Track	Static	On Track Performance Remaining Static

At Year End performance within this Area of Focus is positive with the one measure currently On Track set to remain static over the next reporting period

Area of good progress as despite increases in demand in this area, performance consistently remains high:

- % of applications made to the Warwickshire Local Welfare Scheme which are supported

1.10 Harnessing Community Power

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
% of positive media coverage	98	90	On Track	Static	On Track Performance Remaining Static
Total no. of community groups	9700	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
Total amount of money going into community groups	1546,000	N/A	On Track	N/A insufficient trend data	On Track Performance Remaining Static

Performance within this Area of Focus is within expected levels and projection for the next period is either to remain at similar levels or improve.

Area of Good Progress as the performance is positive and is projected to remain consistent going into next year:

- Total amount of money going into community groups

1.11 Our people and the way we work

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
% Employee Engagement Score	76	N/A	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% of staff agreeing that they are proud to work for WCC	80	79	On Track	Static	On Track Performance Remaining Static
% Employee Wellbeing score	77	N/A	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% of staff agreement with "I feel safe to be my authentic self at work"	79	N/A	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% of staff agreeing "The council's internal communication keep me informed of what the council is doing"	79	88	Not on Track	Declining	Not on Track Performance Improving
No. of days sick absence per FTE (rolling 12 months)	8.99	8 (+/- 1 day)	On Track	Static	On Track Performance Remaining Static
% occupancy rate of WCC Warwick office space	31	40	Not on Track	Improving	Not on Track Performance Improving
% reduction of WCC Warwick Office space	0	N/A	N/A	N/A insufficient trend data	Not on Track Performance Improving

Performance within this Area of Focus is positive, however where measures are Not on Track, the projection for the next period is either to remain at similar levels or improve. For many of the Your Say Survey measures, this is the first year they have been reported so although there is no prior direction of travel, projection is to remain On Track. At this time there are no measures which need highlighting.

- % occupancy rate of WCC Warwick office space is being replaced in the new framework, with the introduction of a more value added and accurate measure for office utilisation.

1.12 Using our data and digital solutions to improve service delivery

Measure Name	Year End Actual	Year End Target	Measure Status	Direction of Travel	Service Forecast for next period
% satisfaction with Customer Service Centre	87	85	On Track	Static	On Track Performance Remaining Static
% of Local Government and Social Care Ombudsman adverse determinations	73	70	Not on Track	Declining	Not on Track Performance Remaining Static
% Net Variation of Outturn Forecasts to Revenue Budget (Whole Council)	2.5	+/-2	Not on Track	Declining	Not on Track Performance Remaining Static
% of green ratings against Value for Money (VFM) audit	67	83	On Track	N/A comparison of data points unsuitable	On Track Performance Remaining Static

Performance within this Area of Focus is mixed and likely to remain in a similar position for the next period.

Improvement activity as there have been more adverse determinations across the year than agreed target, however, lower than the previous year, and is reflective of national trends:

- % of Local Government and Social Care Ombudsman adverse determinations

1b Warwickshire Outcome Measures

For 2022/23, an additional layer of 'outcome' measures was added to the Performance Framework. These sit above the KBMs and are indicators that WCC is interested in and can influence but cannot fully control. They are also influenced by other drivers, such as partner activity and national drivers. Examples include the unemployment rate or crime rate.

The table below presents the latest reported figures for the 2022/23 suite of Warwickshire Outcome Measures. It is important to note that these indicators are typically published by central government departments and can often have a lag period of a year or more. The table identifies when each measure was last published and, where possible, provides regional and national benchmarks for comparative purposes, the [State of Warwickshire Dashboard](#) contains information in graphical form.

Indicator	Latest Date	Warwickshire	West Midlands Region	National
Gross Valued Added (GVA) per hour worked	2020	£38.40	£33.10	£37.70
Average personal wellbeing estimates - Anxiety (% Very Good)	2021/22	33%	33%	33%
Average personal wellbeing estimates - Happiness (% Very Good)	2021/22	30%	29%	30%
Average personal wellbeing estimates - Life Satisfaction (% Very Good)	2021/22	25%	24%	24%
Average personal wellbeing estimates - Worthwhile (% Very Good)	2021/22	34%	31%	31%
Newly born enterprise 5-year survival rate	2021	43.5%	34.6%	38.4%
Business start-up rate (new businesses as % of all businesses)	2021	12.0%	14.2%	12.4%
Percentage of people that live in the local area who are in managerial or professional occupations	2021	48.9%	41.7%	46.5%
Business density per 10,000 population	2022	525	434	480
Gross Valued Added (GVA) per job filled	2020	£58,661	£50,463	£58,054
Employment rate for 16 to 64 year olds	2021/22	79.8%	73.5%	75.4%
Gross median weekly pay	2022	£578.20	£516.20	£532.50
Median housing affordability ratio (ratio of house price to income)	2021	8.55	7.55	9.05
Unemployment (claimant count aged 18-64)	Jan-23	2.6%	4.8%	3.6%
Healthy life expectancy at birth – Males (years)	2018-2020	62.1	61.9	63.1
Healthy life expectancy at birth – Females (years)	2018-2020	64.1	62.6	63.9

Indicator	Latest Date	Warwickshire	West Midlands Region	National
Infant mortality rate (per 1,000 live births)	2019-2021	4.03	5.63	3.93
Percentage of premises with Gigabit capable broadband	May-22	66%	n/a	67%
Percentage of people using public transport to travel to work	2021	2.2%	5.4%	8.2%
Proportion of adults (aged 18+) classified as overweight or obese	2020/21	65.6%	66.8%	63.5%
Proportion of Year 6 children classified as overweight or obese	2021/22	35.9%	40.8%	37.8%
Households owed a duty under the Homelessness Reduction Act (per 1,000 households)	Q3 2022	2.43	2.80	3.03
Early years - percentage of all children achieving a good level of development	2022	66.0%	63.7%	65.2%
Early years - percentage of disadvantaged (Free School Meal eligible and claiming) children achieving a good level of development (GLD)	2022	45.6%	50.5%	49.1%
KS2 - proportion of all children achieving the expected standard in Reading, Writing and Maths	2022	60.5%	57.5%	58.9%
KS2 - proportion of disadvantaged children achieving the expected standard in Reading, Writing and Maths	2022	40.1%	43.9%	42.7%
KS4 - proportion of all children achieving 9-5 (strong pass) in English and Maths	2022	52.6%	47.2%	50.0%
KS4 - proportion of disadvantaged children achieving 9-5 (strong pass) in English and Maths	2022	23.8%	30.8%	29.7%
Proportion of pupils attending an Ofsted judged 'good' or 'outstanding' school	Jan-23	88.0%	85.4%	87.8%
Proportion of 16/17-year-olds recorded in education or training (EET)	2022	94.89%	93.23%	92.92%
Vacancies - number of job postings per 10,000 population aged 16-64	Feb-23	520	n/a	n/a
Percentage of 19-year-olds qualified to Level 3 (two or more A-levels or equivalent vocational qualification)	2020/21	61.7%	57.4%	62.2%
Recorded rate of neighbourhood crime (per 1,000 population per year)	Sept-22	11.0	15.2	12.9
Children in relative low-income families (child poverty)	2021/22	14.2%	27.0%	20.1%
Killed and Seriously Injured road casualties (per billion vehicle miles)	2021	44.29	41.38	56.60
Greenhouse Gas Emissions per capita - Nitrous Oxide (N ₂ O) and Carbon Dioxide (CO ₂) kilotonnes CO ₂ equiv.	2020	7.86	4.64	4.87
Reduction in county-wide per capita CO ₂ emissions since 2005	2020	38.9%	46.7%	48.9%
Net carbon emissions in Warwickshire per capita (kilotonnes CO ₂ equiv.)	2020	7.57	4.41	4.56

Indicator	Latest Date	Warwickshire	West Midlands Region	National
Proportion of clients who use services who are satisfied with their care and support (aged 18-64)	2021/22	56.7%	65.7%	66.7%
Proportion of clients who use services who are satisfied with their care and support (aged 65+)	2021/22	59.9%	60.0%	61.8%
Access to Green Space (average number of parks, public gardens or playing fields within 1km)	2020	n/a	4.23	4.43

Note: National figures could be England, Great Britain or UK depending on the indicator.

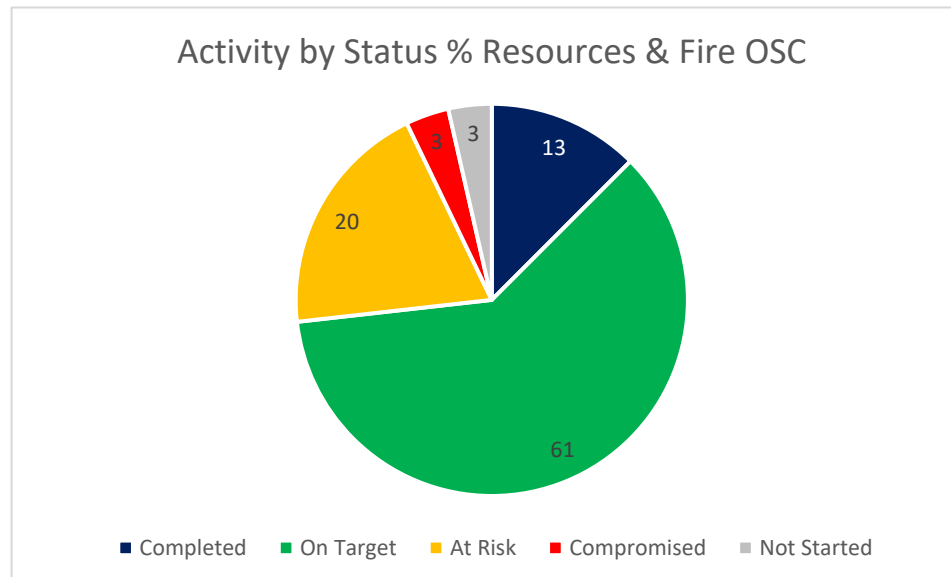
1c Performance Management Framework 2023/24

As an agile approach is being taken to the new Performance Management Framework changes for the 2023/24 reporting period are being requested and are outlined in this Sway presentation [Performance Management Framework 2023/24](#). The review of the Service Business Plans and the IDP have identified the changes being requested to ensure that the PMF supports delivery of the agreed Priorities.

1. Resources, Fire & Rescue OSC Progress on the Integrated Delivery Plan Year End

1.1 Key Insights for Year End 2022/23

Of the 192 remaining actions within the Integrated Delivery Plan, 56 are attributable to the Resources, Fire and Rescue OSC. There is positive progress this Quarter with 61% of activities being On Track to achieve their objectives within the set timeframes, 24% are At Risk or Compromised, 13% have been Completed this Quarter with a further 3% yet to start.



Completed activity:

The following activity has been completed during Quarter 3:

- Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Develop our Prevention and Protection strategy action plans and implement a new risk-based inspection programme.**
The strategy and risk-based inspection programme are now live.
- Support our subsidiary property company, Warwickshire Property and Development Group to Enter into a Joint Venture (JV) Partnership to deliver homes across the county.**
Appointment of JV partner approved by Cabinet on 8th September is now completed with JV in place.
- Continue to promote and fund local community climate mitigation projects through our Green Shoots Fund with a particular focus on those areas which were under-represented in the first round of projects. Distribute circa £300K funding through a competitive bidding process for projects in 2022/23.**

The full £1m funding pot has been allocated to 106 projects. £344k of committed funding was allocated in phase 2 with an even distribution of funding per capita across all 5 District & Boroughs over Phase 1 & Phase 2 of the programme.

- **Commission a research study to review possible adaptation impacts from climate change on three priority business service areas to include Flooding. Review the findings to inform any policy or service changes required.**

Exercise completed for 3 service areas: flood, fire and public health. Risk register and action plans drawn up to improve the adaptation preparedness of each service area.

- **Supporting those who need the most help to include: Delivering the Household Support Grant in 2022/23, capturing learning to inform a review of the Warwickshire Local Welfare Scheme (to include options appraisal and costed model).**

Household Support Fund 3 (2022/23) has been delivered. Additional government funding has been confirmed for 23/24 (Household Support Fund 4) with proposals to be considered by Cabinet on 18 April 2023. Changes to the Local Welfare Scheme structure and offer have been implemented to manage increased demand and distribution of this additional funding. Learning will continue to feed into future reviews of the model.

- **Review our corporate wide approach to data management including: Re-establishing the key accountabilities for data oversight across the Council.**

The Strategic Director for Resources is now established as the Chief Data Officer. Further activity has now been picked up under the Data Ownership audit being completed by the Internal Audit service.

- **Deliver an organisational development programme for our staff to cover community power, climate change, commercial knowledge and skills, Equality and Diversity and effective data management.**

This is now complete.

1.2 Create vibrant places with safe and inclusive communities

Activity	Status	Narrative
Continue to deliver the Transforming Nuneaton regeneration programme - Developing plans for a new library, culture and community hub in Nuneaton with planning permission secured and contractor appointed.	At Risk	Outline planning application for the new Library and Business Centre and residential units has been submitted, determination date has now moved to late Spring 2023. Impact of inflation on budget, and funding options, are being looked at via a value engineering exercise.

1.3 Deliver major infrastructure, digital connectivity and improved transport options

Activity	Status	Narrative
Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire.	At Risk	Due to other priorities on Sustainable Futures, additional resource is now secured to proceed with phase 2 procurement of external support. A revised action plan and schedule is being prepared in order to re-phase the activity.
Support our subsidiary property company, Warwickshire Property and Development Group to provide flexible ownership models for priority workers with the first scheme/s identified, if viable.	At Risk	Officers continue to work closely with Warwickshire Property & Development Group Officers to develop flexible ownership options for key workers on initial sites. This is still under consideration / understanding viability position and can only be progressed if viability established.
Support our subsidiary property company, Warwickshire Property and Development Group to identify land acquisition opportunities to support our plans for new homes, business development and growth in the county.	At Risk	Further work continues with Officers and Warwickshire Property & Development Group to define processes, responsibilities, and accountabilities.
Investigate our approach to renewable energy as part of the development of the sustainable futures strategy.	At Risk	Opportunities identified so far remain on hold. The approach will start on the back of the direction set within the Sustainable Futures Strategy.

1.4 Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

Activity	Status	Narrative
Develop a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of being a net zero council by 2030.	At Risk	A recommendation to June Cabinet will be that further engagement should be undertaken before the Strategy is presented at October Cabinet. Upon agreement, a new end date will be established for Quarter 1 reporting.
Develop a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of being a net zero County by 2050 (informed by the UN Sustainable Development Goals).	At Risk	A recommendation to June Cabinet will be that further engagement should be undertaken before the Strategy is presented at October Cabinet. Upon agreement, a new end date will be established for Quarter 1 reporting.
Engage widely on our Sustainable Futures strategy and to develop our delivery plans with the involvement of key stakeholders, groups and partners.	At Risk	A full round of engagement activity was completed to time in early March 2023. These results are being assessed and will be presented to Cabinet in June. It is expected that further engagement will follow. On this basis the date for further engagement will likely be extended. Status changed to at risk. A new end date will be established for Quarter 1 reporting.
Develop and deliver on our plans to decarbonise our Council buildings with our carbon reduction target developed and agreed as part of our sustainable futures strategy.	At Risk	Opportunities for quick wins during 2022/23 have been delivered. However, continued work to deliver the wider estate decarbonisation approach requires greater clarity on scope and policy and an assessment of potential funding routes. The Energy Strategy, planned for later in 2023, will support focus to deliver a decarbonation programme.
Move forward with renewable energy initiatives to include a 3-year programme to implement a Solar Panel purchasing scheme for Warwickshire homeowners with a target of 1,200 installations completed in total.	Compromised	Scheme will not meet target of 1,200 installations. Continued, serious supplier issues outside WCC's control have delayed installations with latest supplier losing accreditation to install Solar PV's. While outside WCC control, these serious issues have created significant workload for WCC officers dealing with affected residents which has impacted other priorities. Consideration to be given to future of scheme in 2023/24.

Move forward with renewable energy initiatives to include exploring opportunities with District and Borough Councils and partners to develop a scheme to support residents make choices and take action within their homes to become carbon neutral.	Not Started	Focus has been on managing expectations of Solar Together Warwickshire Scheme in 2022/23.
Move forward with renewable energy initiatives to include creating a 3-5 year plan for commercial renewable energy initiatives.	At Risk	The Renewable Energy Project Steering Group (REPSG) is actively working on 3 proposals for renewable opportunities. A wider scoping exercise is still required to aid forming the pipeline and this will be shaped following the Energy Strategy which is currently under development, with a target date of June 2023.

1.5 Harnessing Community Power

Activity	Status	Narrative
Deliver the 5 “ground breaker” Community Power projects: Supporting wellbeing by drawing on what is available in local neighbourhoods.	Not Started	Not yet started. To review in 2023/24

1.6 Using our data and digital solutions to improve service delivery

Activity	Status	Narrative
Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving school Places: Redesign the school admissions process to enable parents and carers to be supported to make a well-informed choice on their child’s school place.	Compromised	School Admissions moved to Education services on 1 January 2023. Since the service has moved over the focus has been on ensuring our core statutory duty can be met and developing a supporting improvement plan. Significant work was undertaken in 2022 to develop the WCC website, parent portal and work with education settings to help them support parents through the application process. Evidence of impact cannot be seen for 2023 offers in terms of the reduction of late applications or via an increase of parents making more than one preference. However, supporting parents and

carers to make informed preferences will be an area that is picked up again in future months.

1.7 Our People and the Way We Work

Activity	Status	Narrative
Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: Reviewing and refining our leadership development programme.	At Risk	Slight delay in launching our leadership offer, which incorporates the Leadership Development Programme due to wider consideration of programme by Corporate Board in the context of Our People Strategy. We expect delivery to start by Quarter 2 of 23/24.

2 The following projects are currently On Track

Activity

Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - **Improve the understanding of Equality, Diversity and Inclusion across our Warwickshire Fire & Rescue Service including undertaking a cultural audit, staff engagement, training and a review of fire station facilities.**

Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - **Deliver new firefighter training sites to upgrade our facilities. review of fire station facilities.**

Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - **Achieve a positive reinspection outcome by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).**

Create a pipeline of projects and initiatives across the county to develop neighbourhoods and generate pride in our localities - **Create a plan to build on the role of libraries as community hubs and explore opportunities to expand the community hub model of delivery.**

Bring together and embed our work on Volunteering with our approach to harnessing Community Power to support our voluntary and community organisations to increase local and social activities (see Harnessing Community Power section 8.6).

Support our subsidiary property company, Warwickshire Property and Development Group to **deliver the first scheme in Southam to create a number of business units in support of our economic growth ambitions.**

Deliver a refreshed and more strategic approach to managing our capital spend within the Council by implementing a new capital operating model to include reviewing and enhancing our approach to capital decision making, assurance and risk and streamlining our capital systems and performance reporting.

Attract tourism and maximise the benefits of Warwickshire's magnificent heritage, culture and visitor economy to include a focus on progressing the Warwickshire County Council (Warwickshire County Council) Heritage & Culture Action Plan with the 2022/23 Action Plan and Steering Group revised and in place and the Year 1 actions delivered.

Supporting those who need the most help to include: **Working with communities on the Community pantries "Stepping Forward" Ground-breaker project.**

Develop a county-wide Digital Inclusion programme.

Create a "Stepping Forward" offer for Warwickshire with partners that embeds a community power approach.

Deliver the 5 "ground breaker" Community Power projects: **Supporting local transformation and regeneration.**

Deliver the 5 "ground breaker" Community Power projects: **Unlocking the skills and time of Council staff to support communities.**

Deliver the 5 "ground breaker" Community Power projects: **Enabling collaborative working on highways, transport and road safety.**

Deliver the 5 "ground breaker" Community Power projects: **Combatting food inequalities through community pantries.**

Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: **New mechanisms for engagement and partnership working to bring communities' voices and experience into the heart of council direction and decision making.**

Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: **An annual "Big Conversation" to create momentum, share learning and celebrate great examples of community power in action. and decision making.**

Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: **A culture change programme across the council to move to community orientated ways of thinking and working.**

Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: **A peer learning approach to support Councillors to maximise the benefits of a community powered approach in their local communities.**

Implement a refreshed approach to consultation and engagement with residents, stakeholders and partners on key policy areas with a programme of activities delivered over the year including through our “Voice of Warwickshire” panel.

Create the conditions for greater volunteering and social action and provide tools to support the creation and development of Voluntary, Community and Social Enterprise groups.

Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving Correspondence and Complaints: **Change how we respond consistently across all our services to improve customer experience.**

Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving Social Media: **Consider how we can best use social media to gain insight and feedback about issues or concerns raised about Council services.**

Implement a single “cloud-based” contact telephony system that enables other modes of getting in touch with the Council (such as chat functionality).

Deliver our digital Roadmap to improve automation and the provision of services while driving cost-reduction, with the first phase being the implementation of a new Customer Relationship Management system to ensure we can capture all the interactions we have with residents.

Increase the number of payments to the Council that are able to be made electronically.

Deliver our Equality Diversity and Inclusion (Our People Strategy) programme and embed through training and development.

Review our corporate wide approach to data management including: Implementing an organisational culture change programme on effective data management.

Review our corporate wide approach to data management including: Refreshing our data assurance processes.

Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: **Supporting staff wellbeing and plans to achieve Silver “Thrive at work” accreditation.**

Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: **Promoting working for the Council and addressing hard to recruit roles and staff retention.**

Deliver an Estates Master Plan for consideration by Cabinet during 2022/ 23 to make optimal use of our Warwick and Leamington Estate and which supports our new staff agile ways of working, enables efficient maintenance and provides opportunities for income generation, repurposing or savings.

Develop a wider Estates Master Plan for the entirety of the Council's estate across the County which provides options on its optimal use.

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Management of Financial Risk

1. Performance against the latest approved revenue budget as measured against the outturn position, further information and reasons for variances can be found in the Cabinet Outturn Report, see section three and appendix A.

Service Area	Approved Budget	Actual Spend	(Under) /Overspend	% Change from Budget	Represented by:			
					Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance
	£m	£m	£m	%	£m	£m	£m	£m
Business and Customer Services	20.740	20.881	0.141	0.7%	(0.260)	(0.028)	0.395	0.034
Commissioning Support Unit	7.063	6.316	(0.747)	(10.6%)	(0.228)	0.000	0.101	(0.620)
Enabling Services	29.044	26.212	(2.832)	(9.8%)	(2.590)	0.124	0.000	(0.366)
Finance	6.660	6.320	(0.340)	(5.1%)	(0.293)	0.068	0.030	(0.145)
Governance & Policy	3.972	2.915	(1.057)	(26.6%)	(0.055)	0.030	0.022	(1.054)
Fire & Rescue	24.076	23.746	(0.330)	(1.4%)	(0.073)	(0.116)	0.000	(0.141)
Total	91.555	86.390	(5.165)	(52.8%)	(3.499)	0.078	0.548	(2.292)

2. Performance against the approved savings target as measured by forecast under/overachievement

As at outturn Business and Customer Services, Commissioning Support Unit, Enabling Services and Finance are reporting 100% delivery of their saving targets (16 schemes totalling £2.718m). Governance and Policy are delivered 96% of their savings target (5 schemes totalling £0.138m), Fire and Rescue are reporting 0% delivery of their one scheme totalling £0.043m due to delay in sitting the Minerva unit.

3. Performance against the approved capital programme as measured by forecast delays in delivery

Service	Approved 2022-23 capital programme	New projects in year	Net over / underspend	Total capital programme	Budget Reprofile	Delays	Forecast In year capital spend	% Delays
	£m	£m	£m	£m	£m	£m	£m	
Business and Customer Support	0.911	0	0	0.911	0	0.251	0.660	(27.6%)
Enabling Services	13.934	0.329	0	14.264	0.034	(1.088)	13.210	(7.6%)
Governance and Policy	3.250	(0.015)	0	3.235	0.473	(0.868)	2.840	(26.8%)
Fire and Rescue	2.232	(0.030)	(0.550)	1.712	(0.092)	(0.887)	0.733	(51.8%)
Total	20.327	0.284	(0.550)	20.122	0.415	(2.592)	17.443	(12.9%)

Business & Customer Service - (£0.251m)

- Improving the customer experience / on front door £0.251m. There has been a delay in delivery of fleet replacement due to issues around the procurement process.

Enabling Services - £1.088m:

- Schools and non schools maintenance schemes have been underspent in year with resources transferred to the next financial year - £0.686m (schools) and £0.230m (non schools). This is simply a timing issue and will resolve over the course of the coming months.
- There are other schemes with delays of less than £0.200m each which are detailed in the annexes A to M in the quarterly finance report.

Appendix 3 Resources, Fire & Rescue OSC Management of Financial Risk

As part of the initial phase of the Shire Hall development within the Estate Master Plan project a significant amount has been spent on the purchasing of furniture using property service revenue budget underspends. To ensure compliance with accounting rules and increase visibility of the Council's owned assets, this expenditure has been capitalised and added to the asset register as a grouped item. This addition to the capital programme was £0.329m at Q4.

Governance & Policy - £0.868m:

- Maintaining the smallholdings land bank - £0.370m. There have been no feasible purchases this year and the budget has been re-profiled to later years.

Fire & Rescue - £0.887m:

- Fire & Rescue training centre new build £0.691m where delays in schemes have been caused by planning issues around the fire training equipment on site.
- There are two other schemes with delays of less than £0.200m each which are detailed in the annexes A to M in the quarterly finance report.

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Key Service Risks Summary

At a service level there are 38 risks recorded against services relating to Resources and Fire and Rescue Services. Key risks are highlighted which are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target.

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
<p>Risk level has not exceeded the target for 3 quarters in a row</p>	<ul style="list-style-type: none"> • 26 other risks 	<ul style="list-style-type: none"> • (Finance) Inflation creates an unbalanced budget. • (Fire and Rescue Services) Emergency services network (Airwave) • (Fire and Rescue Services) National power outages
<p>Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target</p>	<ul style="list-style-type: none"> • (Fire and Rescue Services) Control Room Systems Critical Failure of ICT system • (Enabling Services) Your HR Stabilization isn't achieved to a level that optimizes benefits for all users/organizations • (Governance and Policy) Increase in serious data breaches and/or failure to address organisational backlog of Subject Access Requests 	<ul style="list-style-type: none"> • (Fire and Rescue Services) On Call Availability • (Fire and Rescue Services) Protection Capacity • (Fire and Rescue Services) Water Rescue Training Inability to effectively maintain Firefighter competence using external water rescue training facilities. • (Fire and Rescue Services) Cyber Attacks • (Business and Customer Services) Interruptions to the Customer Service Centre due to the transition to a new telephone supplier • (Finance) Insufficient resources to deliver the Authority's Council Plan and priorities

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Resources and Fire & Rescue Overview and Scrutiny Committee

7 June 2023

Social Impact Fund Progress Report

Recommendation

That the Committee notes and comments on the progress of the Social Impact Fund and the projects supported by the Fund.

1. Executive Summary

- 1.1 Council resolved in February 2021 to bring forward proposals for a Social Fund to act as a catalyst for building stronger communities.
- 1.2 In October 2021 Cabinet approved a recommendation to proceed with the Social Impact Fund, total value £1 million, using source funding from the Contain Outbreak Management Fund (COMF).
- 1.3 The Fund was prioritised towards areas and groups that had experienced higher levels of COVID (aligned to COMF requirements), as well as projects:
 - With a focus on financial, digital, health, social, or cultural inclusion.
 - Aligned to at least one of the Council Plan outcomes.
 - Aligned to at least one of the 6 core themes of the Voluntary and Community Sector Strategy 2020-25.
 - Relating to the Community Powered Warwickshire approach.
 - Responding to and helping to reduce climate change and support biodiversity.
- 1.4 The Fund provided both revenue and capital funding on a 60/40 split, the capital element added to the Council's Capital Programme.
- 1.5 The operation of the Fund was commissioned to Heart of England Community Foundation, with awards being determined by a member and officer panel.

- 1.6 21 projects were awarded funding in February 2022, 16 revenue projects and 5 capital projects. Revenue awards were to be spent within 15 months, capital awards within 18 months.
- 1.7 Appendix 1 to this report describes the progress of the 21 projects. Most of the projects are now well underway and are expected to be completed within the 15 month or 18 month timescales. There are notable exceptions described in paragraph 4.12.

2. Financial Implications

- 2.1 There are no new financial implications arising from this report.
- 2.2 The capital element of the Fund is already approved in the Council's Capital Programme.

3. Environmental Implications

- 3.1 There are no direct environmental implications arising from this report.
- 3.2 As part of the application and determination process, organisations were asked how their projects respond to and help to reduce climate change, and latterly projects were scored around their environmental implications to ensure projects aligned with the Council's climate change and biodiversity commitments.

4. Supporting Information

- 4.1 In scoping the Fund, analysis indicated that higher value revenue awards, and capital awards, both focusing on promoting inclusion, would meet a hitherto unmet need.
- 4.2 The Fund was split 60% revenue and 40% capital based on analysis of existing funding streams. Further analysis revealed that revenue awards of between £25,000 and £50,000, and capital awards of between £50,000 and £100,000, would meet unmet needs.
- 4.3 A single funding round took place, starting in October 2021 with an 8-week application window and then a 6-week determination window.
- 4.4 Heart of England Community Foundation was commissioned to operate the Fund at an additional cost of £60,000 drawn from COMF. The operation of the Fund involved managing the application and determination process, ensuring all due diligence and grant paperwork was completed, making payments, monitoring, and reporting.

- 4.5 Revenue awards were intended to be spent within 15 months: 3 months' set-up and 12 months' duration. Capital awards were intended to be spent within 18 months, with some flexibility to allow for other funding sources being confirmed, and contractor delays.
- 4.6 An awarding panel comprising the Portfolio Holder for Environment, Climate and Culture, senior managers, and external sector specialists, met to discuss each application and to make the final awards.
- 4.7 All awards were signed-off by the Strategic Director for Resources.
- 4.8 The following monitoring and reporting arrangements apply to all awards:
- Interim reports at 6 months.
 - End of project reports for revenue projects at 15 months.
 - End of project reports for capital projects at 18 months.
- 4.9 A marketing and communications plan is in place for the Fund, including social media promotion. As a grant condition, all award recipients are required to acknowledge the Social Impact Fund and the County Council in all promotion around the projects.
- 4.10 21 awards were made in February 2022. The projects all correlate to the areas and groups that have experienced higher levels of COVID (aligned to COMF requirements). The projects also partly align with the 22 Lower Super Output Areas identified as priorities in the Levelling Up Approach for Warwickshire (adopted in July 2022 after the Fund's launch).
- 4.11 Appendix 1 gives an update on all awards. Allowing for flexibility around timescales, all projects are on course to be completed by the end of 2023, except for two projects described in paragraph 4.12.
- 4.12 The following projects have been delayed:
- Boxing Clever, capital award, £97,000. Delayed because the sports club could not proceed with works at its original premises and is searching for alternatives.
 - Springfield Mind, revenue award, £45,000. Delayed because of difficulties in recruiting staff.

There is confidence that both projects will be able to proceed soon.

- 4.13 Appendix 1 contains feedback on the application process and more general learning points around the Fund as a whole. Of note are comments around the duration and timing of the application window, and the importance of strong working relationships between stakeholder agencies. The Appendix also includes some case studies and descriptions of early impact.

- 4.14 The commissioning of Heart of England Community Foundation has realised benefits including increased efficiency and the levering-in of additional funding for some projects.

5 Timescales associated with the decision and next steps

- 5.1 A further report will be presented to Committee in 2024 after the conclusion of all projects, except for the delayed projects described in paragraph 4.12.

Appendices

Appendix 1 – Fund Update Report (Heart of England Community Foundation)

Background Papers

None

	Name	Contact Information
Report Author	Charles Barlow, Delivery Lead, Communities and Partnerships Service	charlesbarlow@warwickshire.gov.uk
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Lead Member	Cllr Heather Timms, Portfolio Holder for Environment, Climate & Culture	heathertimms@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Local Member(s): None

Other members:

Appendix 1

Summary of Awards:

Fund Name	Name of Organisation	Areas of benefit	Specific COMF priority wards	Project Summary	Theme	Project End	Completion Date
Social Impact Fund Capital	Warwickshire Community & Voluntary Action - Nuneaton & Bedworth Branch	Areas of benefit	Specific COMF priority wards	Towards the refurbishment of the Newton Centre	Building refurbishment	£93000	Completed
Social Impact Fund Capital	St Peter & St John's church	Areas of benefit	Specific COMF priority wards	Towards the costs of refurbishment of the Church Hall.	Building refurbishment	£80000	1/07/23
Social Impact Fund Capital	Barford Youth & Community Centre	Areas of benefit	Specific COMF priority wards	To demolish the existing Scout Hut and replace with a new building that will comprise a large hall; a smaller meeting room; a kitchen; accessible toilets, storage facilities for the community groups	New building	£65000	1/12/23
Social Impact Fund Capital	Escape Community Art in Action	Areas of benefit	Specific COMF priority wards	The Charity proposes to extend the sunroom/extension out to incorporate the building veranda, removing a central wall to provide one large open workshop/exhibition space. This would bring huge benefits to the Charity, enabling increased numbers onsite and providing greater access to the	Building extension	£65000	Completed

				building/activities.			
Social Impact Fund Capital	The Boxing Clever Academy Ltd	Areas of benefit	Specific COMF priority wards	Towards building an extension and refurbishment to their existing premises	Building extension and refurbishment	£97000	Delayed - tbc
Social Impact Fund Revenue	INSIGHT Counselling, Coaching & Support Services (previously known as Domestic A	Nuneaton and Bedworth	All Nuneaton wards	Charity is seeking support to increase staff capacity so it can respond to an increase in referrals from families with caring responsibilities for a child with a physical, sensory or developmental disability. Interventions from INSIGHT will include tailored support to equip participants with coping strategies and methods of conflict resolution, wider access to counselling, parent led support groups and other agencies to reduce isolation.	Families, carers	£36776	1/4/23
Social Impact Fund Revenue	You Can Flourish (known as "Flourish")	Warwick	Whitnash, Leamington Willes, Southam	This project will aim to support girls and young women who have found their mental and physical wellbeing negatively affected by the pandemic. It will work both by directly working alongside them and by equipping the community they live in. This will be delivered by four keys workstreams. Funding will enable 50 girls and young women to receive flexible support and the chance to explore how they are feeling and access tools to build emotional resilience. It will also enable the provision of the	Young women, girls	£30331	28/09/23

				Rebuild programme in schools, which will enable the application to reach 40 more girls and young women, and also to provide training to schools.			
Social Impact Fund Revenue	Young People First (Midlands)	Warwick	Leamington Brunswick	Application is seeking funding over 15 months to deliver holiday activities, signposting and practical support to vulnerable young people and their families on the Brunswick estate in Leamington Spa. Activities will begin in the Easter holidays of 2022 and be delivered during school holidays up until the end of Easter 2023, with the exception of Christmas. In addition to providing activities and day trips, applicant will also provide pastoral support to young people, parents and carers who may be at risk or struggling and will signpost some families to additional services such as Citizens Advice Bureau and/or foodbanks.	Young people	£41000	30/6/23
Social Impact Fund Revenue	Together for Change Coventry and Warwickshire (Saints Nuneaton)	Nuneaton and Bedworth	All Nuneaton wards	Funding will enable the extension, expansion and development of provision at Saints Nuneaton, a converted Victorian building equipped for community use and being used by the applicant. Applicant will deliver a range of activities to support disadvantaged people across a range of ages from mums with babies, to children (through an after-school club and kids breakfast programme), to families with mental health issues, to IT literacy classes for older residents.	Financial inclusion	£49793	30/06/23

Social Impact Fund Revenue	Sky Blues in the Community	Nuneaton and Bedworth, Warwick	All Nuneaton and Warwick wards	Application will enable the development of the Dementia Active programme in Warwickshire. The applicant will deliver weekly sessions in two locations to 50 men living with dementia and their carers. Activities will run along two themes – multi sports and physical activities to improve physical health, mobility and relaxation skills – and social activities such as board games, quizzes and creative and mindfulness work, to promote discussions and the building of friendships.	Dementia	£26832	30/04/23
Social Impact Fund Revenue	Brunswick Healthy Living Centre (Known as Brunswick HUB)	Warwick	Leamington Brunswick	Applicant is seeking funding over 15 months to sustain and improve the efficiency of an existing food bank and holistic advice service. Additional staff capacity will enable those accessing the food bank to receive quick and effective referrals to existing projects and services within the centre, but also to external agencies such as social services, to improve their situations for the longer term.	Financial inclusion	£36000	31/03/23
Social Impact Fund Revenue	Home-Start South Warwickshire	Warwick	Leamington Brunswick	Bump Start is a 14-month pilot project commencing March 2022 offering a support programme for 48 pregnant women and new mothers in Leamington Brunswick.	Women, new mothers	£28140	8/06/23
Social Impact Fund Revenue	Warwickshire Counselling Centre T/A Sycamore Counselling Service	North Warwickshire, Nuneaton and Bedworth	All Nuneaton and North Warwickshire wards	To employ sessional children and young people's counsellors for 36 hours a week to work with children and young people referred/approaching the service for therapy during the current ongoing pandemic.	Children, young people	£46009	31/03/23

Social Impact Fund Revenue	Warwickshire Welfare Rights Advice Service	North Warwickshire, Nuneaton and Bedworth	All Nuneaton and North Warwickshire wards	Over 12 months, funding will pay for a full-time specialist benefits caseworker who will work with vulnerable individuals to maximise household and individual incomes through the take up of in-work benefits and out of work benefits including long term sickness and disability benefits.	Financial inclusion	£44444	31/03/23
Social Impact Fund Revenue	Springfield MIND	Warwick	Leamington Brunswick	Project is seeking to utilise a new relationship with the Gurdwara Sahib in Leamington Spa, to reach out to members of the local Sikh community around mental health issues. Funding for a Mental Health Practitioner will assist in improving awareness of poor mental health from within this community and deliver tailored support to improve mental well-being, reduce isolation and improve the extent to which members of the Gurdwara look beyond friends and relations for support from mental health services.	Mental health	£45000	Delayed tbc
Social Impact Fund Revenue	Warwickshire Wildlife Trust	Rugby	Benn, Newbold, Brownsover	Seeking funding over 12 months to deliver a wellbeing in nature programme for women with young families (fathers, grandparents and carers also welcome) who are experiencing isolation, stresses surrounding parenting and social isolation, and who may have faced mental ill health as a result of the pandemic.	Families	£29800	31/08/23

Social Impact Fund Revenue	The Parenting Project (Dads Matter)	Nuneaton and Bedworth, Stratford-on-Avon	All Nuneaton and Stratford wards	The Parenting Project (PP) is a registered charity and company limited by guarantee established in 2006, to meet increasing need amongst families in Warwickshire for mental health support and guidance to improve family wellbeing.	Families	£39438	30/06/23
Social Impact Fund Revenue	Alcester Town Council	Stratford-on-Avon	Studley with Sambourne ward	Funding is sought to sustain weekly meetings of the Crafty Lunch Club, a safe and supportive meeting place for adults with learning difficulties or disabilities and/or physical disabilities. Those accessing the club can socialise, be creative and take part in group games and gentle exercise. It also provides a space for carers to meet and have respite.	Disability	£40000	10/03/23
Social Impact Fund Revenue	White Hart Community Groups	North Warwickshire	Polesworth East	To employ a new part-time worker to develop two distinct projects - a group for individuals living with dementia, and their carers, and a group, or groups to bring those who are isolated in communities together, to reduce loneliness. Over 60 weeks, this staff member would conduct outreach for the groups and be responsible for convening and delivering them, with support from three volunteers.	Dementia, carers, loneliness	£29847	30/06/23
Social Impact Fund Revenue	Hope 4 The Community CIC (H4C)	Countywide	Warwick	Social enterprise delivers a range of self-management programmes for those disproportionately impacted by COVID-19 (carers and people living with long-term conditions) across Coventry, Warwickshire, and Rugby, as part	Long COVID	£49590	30/06/23

				of a project funded by a grant from NHS Charities Together. Project provides co-designed self-management support to people living with long COVID – the Hope Programme for long COVID. Demand has been high and CIC is seeking funding to work with additional participants from Warwickshire, who are living with long COVID to self-manage, develop social connections and peer-support opportunities to tackle isolation.			
Social Impact Fund Revenue	Warwickshire Independent Advocacy Alliance	Nuneaton and Bedworth	Slough	to support the Bedworth Community Corner Covid Recovery Hub with a recovery worker	Mental health	£27000	31/10/23

Overview of Process

We launched the fund on 4th November 2021 and closed for applications on 30th December 2021.

Total number of applications received: 65, value of £2,995,966

Total to panel: 53, value £1,977, 904.30

Panel meetings were held on 31st January 2022 and 1st February 2022

We had a small team of 3 assessors working on the assessments with our Senior Manager Programmes coordinating the process and we shared the completed assessments with panel members in batches to ensure they were able to prepare for the panel meetings in good time.

We worked closely with the team at Warwickshire County Council and we were agile in ensuring we met the timescales set out in the Cabinet paper.

We worked with Warwickshire CAVA (Community & Voluntary Action) to run a webinar to outline the criteria and the process to potential applicants and answer any queries.

We ensured that applicants were supported by offering one-to-one drop-in sessions and also offered the opportunity for applicants to get in touch via telephone and email. The majority of the queries were in relation to the criteria and process. Some applicants particularly those organisations that were volunteer led had more queries and required additional reassurance.

We continue to monitor the successful projects and provide regular updates to the team at Warwickshire County Council.

Update on Grants Awarded

Two of the capital projects awarded have completed the work and provided end of grant monitoring, details of which are shared below.

A further three revenue projects will finish at the end of March. They have submitted strong interim monitoring showing continuation and expansion of provision, they are Alcester Town Council, Warwickshire Welfare Rights and Warwickshire Counselling Centre T/A Sycamore Counselling Service.

Projects have a full month following the completion of their project to complete end of grant monitoring.

Two projects have been delayed, one revenue, one capital. The revenue project has been delayed due to not being able to recruit staff. Staff recruitment has been an issue across all sectors post pandemic. The capital project has been delayed due to changes which meant they were not able to continue plans with their initial building. Both organisations are in regular contact, and we continue to update colleagues at Warwickshire County Council.

Feedback on process from applicants & lessons learnt:

The initial funding application timescales were a challenge for applicants, especially as it was regarded as a significant opportunity with applicants wanting to submit their strongest proposals.

As we were aware that applicants would potentially continue to have queries until the application deadline we ensured that we were able to provide support where needed including over the Christmas period.

Feedback on process from Heart of England Community Foundation:

Despite the tight timescales we were able to respond to the requirements set out in the Cabinet paper. An important part of being able to deliver the programme successfully was the close working relationship with colleagues from Warwickshire County Council. Our communication has remained strong throughout the process.

Using a pool of assessors especially those with strong experience of assessing capital applications worked really well for the Foundation. This model was so successful we worked with the assessors to deliver an additional programme later in the year.

As you can see the volume of applications was high as is expected with a fund of such value and because of the split of capital /revenue funding. It was essential to have a system and processes which can cope with such volumes. Our processes & Salesforce system were testimony to running the programme successfully.

Our system was also able to manage interim reports and split payments.

We ensured that we provided detailed feedback to unsuccessful applicants and signposted to other funds where possible. We have continued to signpost opportunities as they have arisen.

One of the successes of the programme is that we were able to reach a number of new applicants to the Foundation.

End of Grant Monitoring:

Escape Community Arts in Action – Capital Grant – £40,000 awarded to extend the sunroom/extension out to incorporate the building veranda, removing a central wall to provide one large open workshop/exhibition space. This would bring huge benefits to the Charity, enabling increased numbers onsite and providing greater access to the building/activities.

The below information is as provided by Escape Community Arts in Action.

This fund has enabled us to undertake an extension to the arts and heritage centre. This involved taking down an internal wall and moving the footprint of the building to create one big accessible space.

The budget has been managed extremely well with good communication and innovative thinking across the project, including recycling the old doors and windows.

Difference the grant has made:

This grant has enabled us to improve access to the venue and create a large open space. This will enable us to run larger group sessions and support additional community group users.

The venue will attract larger events and group work, impacting on the number of community groups using the space, independent hirers offer a greater diversity of programmes. The size and space will ensure our more vulnerable participants feel safe and can socially distance if they still require to. The grant has enabled us to:

- Respond to consultation to create an accessible, safe space for creative health, wellbeing and skills development in response to the evolving pandemic.
- Create small extension and open-up venue to create one large, accessible, open space, allowing for social distancing – future proofing and safeguarding project activities within social distancing guidelines.
- Replace heating system.
- All materials/design implementing environmental consideration.

To the external right of the building there is a large, covered space, the 'Cowshed' this will remain, supporting a range of creative, educational, health and environmental projects.

Main challenges

There were key challenges to the redevelopment. These were mainly due to the outfall after Covid-19, getting professionals on board and massive rising costs.

Initial delays due to the Architect and then the work was held up to extreme cold weather and the paint work on the new doors being the wrong colour.

Unintended or Unexpected Changes:

Only really what was outlined above, delays and increasing costs. The initial grant quote increased threefold just for the extension when it came to tender. We are still seeking funding to develop the garden so watch this space.

Plans once funding ends:

We are seeking funding to apply for the garden redevelopment, we need approx 15k and the approx 20k for solar panels and environmentally sound battery units.

During our 25th Birthday Celebrations we initiated community consultation with our partners, participants and peers around coming back into the building and its use moving forward. We are moving this into phase 2 once building control has been signed off and the public can access the venue.

Picture of work in progress:



Where we are now: Escape Arts have confirmed they are in the building again, all the work is complete. They have an Awards 4 All grant to do the garden work, and that is happening now. They have not fully reopened to the public, but community groups have started to use the space again and that has been their priority, they have crafts groups, refugee groups using the space regularly.

Warwickshire Community & Voluntary Action - Nuneaton & Bedworth Branch – Capital Grant – Awarded £93,000 towards the refurbishment of the Newton Centre.

Difference grant has made and evidence:

The Centre is a lot more welcoming for those members of the community coming for regular community activities, but also for those who might only visit irregularly for health-related appointments, they might be nervous, lacking confidence, not speaking English as a first language - but they can come to a safe, warm, welcoming environment, that does not feel clinical. The grant has put the shine back into the building.

Main challenges:

The major challenge was the state of the roof & the resultant advice that whilst they were onsite it would be more cost effective for us to ask the company to undertake the flat roof repairs at the same time rather than them becoming an issue in 6-12 months, with the potential for leaks to damage the newly installed suspended ceilings. To resolve this we asked for a grant variation, to not undertake other tasks & finding cost savings on other project elements.

Unintended or Unexpected Changes:

As above, the roof variation request has meant a broader positive impact - we have additional security & resilience as a result of the grant. We have found some excellent companies who we will work with in the future for buildings & maintenance tasks. We saved

a significant amount on the kitchenette project, meaning we re-assessed what was needed & we have a positive solution that suits the groups who use the facilities.

Short case study

'A' is a volunteer with Warwickshire Vision Support, a charity that helps people who are blind or have visual impairments. WVS have been running support sessions at the Newtown Centre for a number of years with a lot of success, welcoming over 20 attendees and 6 volunteers each week.

The constant leaks in the roof of the main hall have caused both the Centre management and many of its users concern for user safety, this was a huge issue for those with visual impairments moving around safely, navigating buckets, cardboard sheets to protect the wooden floor, being mindful of the potential for slips and trips.

Once the refurbishment work was completed the WVS group came back into the main hall and were amazed about the better acoustics and lighting from the new suspended ceiling & LED lights. They have all commented on how much that improves their experience of group sessions with 20+ people, some brings dogs, lots of chatting, cups clattering etc.

A is passionate about music and had always wanted to use his skills more within his volunteering. He asked round the group if anymore wanted to learn more basic music, and lots of the members instantly said they would love to, having never really had that opportunity, and especially not in a non-judgemental, social environment. So, A has now set up a session, that runs straight after the WVS session in the main hall, teaching people how to play the penny whistle, and they are all getting ready for a Christmas performance for the rest of the WVS group. Without the improvements in the hall A stated that this would have been impossible before as acoustically the environment was not conducive to performing music, comfortably, especially for those with sensory impairments.

A is gaining a great deal from this, being able to share his skills & passion for music, but also the attendees are loving their newfound skills.



Conclusion:

The grant making was conducted efficiently with the regular monitoring ensuring any issues have been highlighted at the earliest opportunities. We will be able to provide more end of grant monitoring data as projects complete. The funding has and will continue to have high impact across the County.

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**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2022/2023 – February 2023**

Item / Lead Officer	Report detail	Date of next report
Public Question Time/Questions to the Portfolio Holders / Work Programme	Standing items for every meeting.	* Standing item
Council Plan 2020 – 2027 Performance Report	Council Plan 2020 – 2027 Performance Report	* Standing item
Inflation Contingency Fund	To be reviewed on a quarterly basis	Standing item from 22 February 2023
Update on Levelling Up	To receive an update on the Levelling Up programme	TBC
Member Oversight Group (WPDG / WRIF)	Annual Report of the Member Oversight Group to be presented to the Committee each year to enable attention to be given to the performance, progress, and priorities of WPDG and WRIF.	TBC (recurring annually)
Estates Masterplan Update	To consider the future of the WCC estates portfolio	TBC
Sustainable Futures Strategy	Draft report being considered by all Overview and Scrutiny Committees as part of the public and stakeholder engagement programme prior to submission for consideration at May's Cabinet meeting	TBC, likely to be 13 September 2023

**Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2022/2023 – February 2023**

Library Membership for Children and Young People	To receive a report on encouraging greater use of libraries by children and young people	13 September 2023
Annual Review of Community Pantries	To receive an update on the Community Pantries scheme	13 September 2023
Communities and Partnership Service Grant Funding Progress Report	To receive an update report on the Communities and Partnership Service Grant Funding	13 September 2023
VCSE Sector Support Services Progress Report	To receive an update report on the support being provided by the Voluntary, Community and Social Enterprise sector	13 September 2023

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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